

To Explore If Implementation of Product Development Strategy Can Increase Cranston's Restaurant Operational Performance to Retain Its Customers: A Study of Cranston's Restaurant UK

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1. INTRODUCTION

1.1 Background of the research:

The topic of this research is based on the idea that " How Implementation of Product development strategy assist Cranston's restaurant to increase its operational performance to retain customers". It is reviewed and evaluated by many authors that successful entrepreneurs in this contemporary and current world that achieving and flourishing the excellence to be stand out to gain competitive advantage is the aim of everyone.

Different Product development strategies devised by the Top management in the firm are the main pillars on which the functions and activities of the organisation reply, and with the help of these functions organisation can achieve their goals in an effective manner (Ravichandran et al., 2009). According to Kumar, S. and Phrommathed, P. (2005), strategic management plays a significant and vital role and assists in yielding encouraging and favourable outcomes for the organisations. Product development strategies in any type of organisation form as an outcome of the strategic analysis of that particular organisation.

Strategic analysis helps in systematically investigating and aligning the external environment of the organisation with its internal context. Consequently, in order to scrutinise and examine the performance of the organisation, strategic planning is really important task to be accomplished. It is also observed that the appropriate strategic planning also improved the functions and performance of the organisation (Liu and Hsu, 2011).

In this present competitive environment, it is necessary for the organisation to evaluate and examine its strengths, Weaknesses, opportunities and threats. This assists in developing future course of actions with sound Product development strategies and executes them appropriately to achieve organisational excellence.

This Appropriate approach with rules of strategic management helps in acquiring long term organisation goals by aligning the internal weaknesses and strengths of the organisation with the opportunities and threats present in the environment that is external to the organisation. The effective and efficient strategic planning helps hospitality organisations to earn competitive advantage over its competitors.

1.2 Research aims and objectives:

The main aim of this research study is " To explore how Implementation of Product development strategies can increases Cranston's restaurant operational performance to retain customers". For achieving the stated aim of the research, four main objectives have been designed that are mentioned below:

1. To explore current literature on the Product development strategies used by various restaurants in the UK hospitality Industry.

2. To investigate current Product development strategies being used at Cranston's restaurant UK and their and their impact on restaurants operational performance.
3. To review and evaluate the importance and significance of product development strategy in the operational environment of Cranston's restaurant UK.
4. To recommend to the management of Cranston's restaurant UK some strategies to create consistency in their product development which can lead them to gain competitive advantage in existing market.

1.3 Purpose of the study:

It is very important and imperative for the hospitality of United Kingdom, especially Cranston's restaurant to examine, and explore how successful implementation of product development strategy will increase performance of the restaurant. The hospitality industry of United Kingdom is the fastest growing industry and with such intense expansion the competition is also increasing.

It is not easy for all organisations to attract customers again and again. In such circumstances, the implementation of product development strategies for product development enables the businesses, mainly Cranston recognises weather successful implementation of product development strategy improves the performance or not. Thus, it is important to determine and explore the extent to which the product development strategies impact performance of the business especially in the hospitality industry to utilise the available resources, acquire sustainable and continuous product development (Liu and Hsu, 2011).

1.4 Significance of study:

With this research, researcher shall be able to comprehend and recognise different Product development strategies, and implementation of product development strategy to assists Cranston's restaurant to increase its operational performance for better customer retention. This research also helps us to understand, how Product development strategies influence the overall performance of the organisation. Reviewing and evaluating through primary research researcher can gain more and exact level of knowledge which can predict and forecast quite accurate operational strategic planning to chase various demands of existing customer and will help to achieve better retention.

1.5 Cranston's restaurants background:

Cranston's restaurant is located in Old Waverley and is very famous because it is a Scottish restaurant on the world renowned Princes Street. The restaurant has been completely renovated and offers a relaxed and cultured atmosphere with boasting the effective and eye catching sights in the city. Cranston's restaurant is considered as the most effective and useful venue for an immediate working, or a more dinner at evening. Mission of the restaurant is to deliver the most effective and efficient services to the visitors of the restaurant.

2. LITERATURE REVIEW

This part of the dissertation provides more in-depth and clearer information from the past literature reviews and researches related to the research topic. With the help of effective past literature review, researcher of the study will be able to enhance the understanding and concept and attain the most detailed outcomes for the research work (Laura B.C., et. al., 2000). On the other hand, this part of the dissertation will also offer the in-depth knowledge, significant and important information related to how Implementation of Current product development Strategy in hospitality businesses.

2.1. Overview of restaurants strategies:

It is noticed that the long term goals and objectives of a restaurants are defined by a strategy, and a strategy is referred as a long term and short term goal for any organization. An organization is capable of achieving its ultimate goals and objectives by utilizing its available resources and adapting to such strategic strategies that together enable the organization achieve its established goals.

In the past, researches have been sent forth to determine a set of strategic strategies to enhance performance on a continuous basis (Campello, 2003). However, no such set has been defined in the literature of management because the need for strategies differs depending upon different needs and requirements. However, in general strategy is the pattern used for significant actions and decisions (GU, Zheng & Kim, Hyunjoon, 2002).

It has also been presumed that there are two aspects of strategy i.e. implementation and formulation. *However, it was the work of Mintzberg's in 1978 who distinguished between emergent, deliberate, unrealized and realized strategies. The literature of management also states that firms are consistently engaged in seeking strategies in order to compete in the market. Competition is so intense nowadays the involvements of management in seeking effective strategies have become imperative.*

Wiersema and Bowen (2008) noted that competitive advantage is gained by one business over another by having a higher as well as unique position through different resource deployment as well as through different strategies.

2.2 Product development:

2.2.1 Meaning of Product development strategy:

Product development means developing a new product or modifying the current product for existing or new market (Aleson and Escurer, 2002). Product development is must do and successfully carry out process for all the organisations around the world due to fierce competition in the market (Campello, 2003).

The product development needs to have systematic process to carry out otherwise can damage the businesses in failure of their image or in loss of their businesses (Burney 2008). product development done by the organisations for various reasons such as customer demands, business demands or market demands (Dustidar, 2008). These can called as main influencing factors which push or influence the businesses to go for product development (Creswell and Clark, 2007).

Customer preferences and customer demands plays an important role in any service business tenure (Chari and David, 2008). Development of current product or developing a new product needs to have a primary or secondary survey or research done on a market to grab and execute exact needs of the market (Capar and Kotabe, 2003).

Restaurant Businesses should have continuous product development in place which can assure them their position in the market as well as their profit attainment (Dorsey and Boland, 2009). Proposed product development in any business, is to implement the change in the product and through smooth functioning. Achieve the operational excellence (Ducassy and Prevot, 2010).

From above literature it is clearly denotes the importance of product development in current competitive world. It reflects through the literature that product development for any restaurant business lies on its important influencing factors as well the developed product should be produced in consideration with each and every need and demand of its customers.

2.2.2 Product development Definition:

According to Rosenberg (1982), " The overall process is of strategy, organisation, concept generation, Product and marketing plan creation and evaluation and commercialisation of new product."

Considering Marsh and Collet (1986) , " Developing new products or modifying existing product so they appear new and offering those products to current and new market."

Considering Ravichandran et. al., (2009) , " Product development is broad field of endeavour dealing with design, creation and marketing of new products. The discipline is focused on developing systematic methods for guiding all the processes involved in getting new or existing product in market."

According to Liu and Hsu (2011), " Product development is a creation, utility enhancement or continuous improvement of earlier features of an existing product or developing an entirely new product to satisfy the requirement of its end users."

Considering Campello (2003), " The development of new product /services aimed at the organisation's existing market. The aim is to increase expenditure within the segment."

Hence it can be seen, that all authors definition on product development it reflects that all authors are considering the modification of current product or launching a new product in the existing market, which shows specific definition of product development and researcher is agreed as these definitions reflects with in-depth knowledge on product development.

2.2.3 Some examples and Types of product Development:

Some restaurant do use permanent product strategy which shows some products are most appreciated by customers or high revenue earning products will be always there on the menu. Restaurants do make small modification to those product but they keep same product at all time throughout their tenure (Dorsey and Boland, 2009)

These restaurants only consider the changes in product due to local needs of the market. This strategy adopted by restaurants such as Whitbread, McDonalds, etc. (Singh et al., 2007). Some restaurants use temporary product development strategy which helps them to fulfil the demands of market for short period of time. (Barnett- Page and Thomas, 2009).

Some restaurants use product development diversification strategy. Such as Beefeater, Premier Inn, etc. (Ford and Mouzas, 2008). This strategy used by restaurants when the market is been saturated and they need to modify their current product to fulfil the demands of the new market (Deephouse et al., 2005).

Hence, above considered literature from all over the UK it shows there are various types of product development and each and every restaurant do the product development considering the demand and requirement of the market and their customers, to retain their customers and create a competitive advantage in current fierce competition.

On the contrary researcher do not agree with authors' literature describing product development diversification which is similar but varies in characteristics of product development strategy.

There are various types and sub types of the product development. Main two types are related or unrelated product development, which are further divided in the sub types (Gu Zheng et al., 2002). Product diversification can be considered under unrelated product development strategy. Under related product development there will be many types involved such as temporary, permanent and local based product development (Thomas S. et al., 2001).

Different researches identified two basic types of the Product development. These two types of product development are the related and unrelated Product development. Related form of Product development can be done in current operation by continuously developing the current produce of the business by common association among different factors of the value chain of each activity (Nath et al., 2010, p.317).

Additionally, there is Current product development. Current product development is type of product development strategy which seeks to acquire and control the position over competitors, or form subsidiaries, which create a different form of economic activities in the identical value chain stage (Lichtenthaler, E. , 2005)

On the other hand, unrelated form of Product development is presented in a new area of the business, which has no understandable and apparent association with any of the present areas of the restaurants. It is also mentioned that restaurants need different unique form of Product development in order to attain profits and competitive advantage over their competitors (Nath et al., 2010, p.317).

The Current product development form of Product development deals with the strategy in which the restaurants adds those products and services in the same and identical industry (Liu H., and Hsu C., 2001). Current product development can help to main restaurant businesses if it will be implemented well within the restaurants.

As Current product development stands on the parameters of unique developed product which can accumulate un-captured market or new segments in current market and it will help restaurants to full fill their profit gaps in business which can further lead their businesses to run effective revenue management and yield management (Hessels L. K. and Van Lente H., 2008) . Within the restaurant business, which they really need in today's business is day to day operations to increase the profitability and retain their customers (Lohr S., 2010).

So from above it can be concluded that there are several types of product development each and every type has its own pros and cons to deal with. The restaurant business can use current product development as it reflects its beneficial use to research after reviewing from above literature.

2.2.4 Process involved in Product development strategy:

Effective process should be involved in any restaurant business to create, support and sustain their product development (Lee and Jang, 2007).

According to Author Lichtenthaler, E. (2005) There could be seven steps in product development process which will consist of idea generation, idea screening, concept development, marketing strategy, business analysis, product development, test marketing and commercialisation.

According to author hsu C. and Liu H. (2007), Product development process should involve stages such as product idea brain storming, evaluation of an idea, prototype and marketing, market testing and prepare for launch.

However, after considering the literature from these two authors it show effective procedures or process of product development. Both have considered the specific step by step process from exploring idea till testing and launching that idea which is converted in to the product and services to the market.

2.2.5 Advantages and disadvantages of Product development strategies:

The research of Dorsey and Boland (2009, p. 585) also mentioned that there are different reasons behind why organizations choose to grow. The main reason behind Product development is to attain the competitive advantage and also to enhance the performance of the restaurant.

The main benefit of Product development for an organization is that the allocation of resources can more effectively and efficiently implement, which importantly mean maximization in profit. Organizations can also be able to utilize their underutilized assets with the help of Product development strategy, and Product development also permit restaurants to use their market power by spoiling in predatory pricing giving them monopolistic benefits over new competitors and presented competition in that particular industry or market (Hadlock et al., 2001, p.613).

Those organizations experience the Product development strategy are being able to use capital and resources from across their product development form of business portfolio. On the other hand, grown organizations have much more access to the external capital sources. The proper use of the internally produced resources permits financial flexibility in a grown organization (Greenwood et al., 2005, p. 673).

The main characteristics of the Product development strategy are that it enables organizations to broaden their investments and, therefore, decrease their potential risk as a whole. Alternatively, the minimization in the risk means an improvement in the capability to attain leverage. With the help and assistance of Product development strategy organizations attain the sense of product development, direction and forced the management to think way ahead in time. (Hadlock et al., 2001, p.613).

In hospitality business to stand out of the competition by achieving and sustaining the competitive advantage is very important and very hard to dealt out with. Hotel and restaurant entrepreneurs has to keep their businesses at certain standard to sustain their market value as well to retain their customers, which Current product development can help entrepreneurs to take their businesses to certain levels.

In order to explore which of the organizational opportunity should pursue, there are number of steps need to be accomplished. The foremost is to conduct market research. This can include any or all of the following: Primary research, which could include surveying current or future customers, in-depth interviews, focus groups, and various other techniques. The great deal of information and data is also attainable with the help of different secondary resources. The research conducted by different governmental offices, private restaurants, or trade associations can also assist offer a base for analysis and discussion (Nippa et al., 2011, p.50).

If an restaurants decided to utilize the strategy of the current Product development and also wanted to expand their business on the basis market, information could be collected on the economic conditions of the area , total number of customers in the area that meet the definition of the target market, and other form of the related information.

Once the data and relevant information has been collected and examined, the restaurants needs to establish what they actually want to complete with their strategy of Product development. Setting up the realistic objectives to attain the results desired by the restaurants is significant for exploring if the strategy of Product development is useful and functioning (Nippa et al., 2011, p.50). The results should be easily extorted from the system of the customer relationship management and accounting system.

For restaurants most challenging step is to decide on which strategy for Product development to utilize. There are number of models for decision making are pre-set which can be used. Generally, the restaurants wants to explore and examine which opportunity will be effectively assist to complete the aims and objectives already established.

Additionally, restaurants also want details on staffing, costs, requirements for new product development, etc. in order to identify the best option for Product development (Ward, 2009). Once the choice regarding the strategy of Product development is finalized, a detailed plan for implementation needs to be developed. The plan for implementation offers guidance for what actually need to happen, which is basically accountable for the completion of the tasks and deadlines.

This road map helps hold individuals responsible for moving the initiatives for Product development forward. The accountability and plan is decisive to the accomplishment of the Product development initiative (Ward, 2009, p.441). For restaurants the opportunities to grow their business are varied with the passage of time. Restaurants cannot decide not to complete all the background work before setting up a Product development strategy. Otherwise this can be hazardous to the restaurants if the management of the restaurants does not have all the internal players in the agreement. It is important for the team of management to completely support the strategy of Product development, so they need to be included in the whole process of the decision making, and ensure that they comprehend the implementations as the restaurants moves forward.

Hence it can be concluded from the above literature from various authors it shows that to execute the exact product development strategy each and every restaurant should have a structured action plan to follow and stick with, which will help them to co- relate product development strategy with their operations for the smooth functioning of a business.

2.2.6 Factors can influence the product development strategy of the restaurants:

Restaurants have number of developmental stages and the decision to grow by developing current product and service can increase risk factor for any restaurants. There are also number of situations provide indications an restaurants may be prepared to develop its current product. There are number of reasons identified in different research behind the Product development. Restaurants can consider accurate time for product development for any of the given reasons (Pleshko & Heiens, 2008, p.108):

- One customer surpasses fifty percent of the total revenue.
- One industry surpasses fifty percent of the total revenue.
- Restaurant has reached an area of stability in sales and the market is saturated.
- Restaurant has reached an area of stability in sales and opportunities are accessible in new markets.
- Restaurant has surplus cash and can invest that in to current product development.

There are number of options present to solve these circumstances. One of the main factors to consider is the risk level the restaurant is willing to take for their Product development. A well-known tool of business, the Ansoff matrix, reveals different options for the expansion and the related risk level (Pleshko & Heiens, 2008).

Hence, considering above literature it reflects that customers, local markets and learning and development of staff can be the main influencing factors to influence business to go for product development strategy.

2.2.7 Link Between current product development and performance of restaurants:

Taking into account the in-depth attention on the research topic on the impact of the Product development strategies on the performance of the organization, researcher reviewed different journal articles related to the research topic published in numerous famous and useful journals of management.

The past literature review from previous research articles mentioned that there is a positive and significant relation among Product development strategies of organization and the performance of the organization (Kuper et, al., 2008). The given literature highlighted that the study propose significant association among the performance of the organization and the Product development strategy.

The study of Hsu and Liu (2007) mentioned that the there is also a positive and significant relationship between the organizational performance and customer and current product development. The research study of Hsu and Liu (2007) mentioned that Product development strategy is based on the concept that it is generally determined with the help of different abilities like financial abilities to develop significantly within the noticeable boundaries of existing market and also by the need to minimize the risk of business by continuously developing current product (Iesslie et. al, 2000). Product development has a direct influence and impact on the firm's financial performance.

However, Product development is used differently in different organizations. However, the classifications of Product development degree are dominant product firm, single product firm, unrelated product firm and related product firm (Jae Lee and Jang, 2007, p. 362).

2.2.8 Summary of Review of Literature:

Considering all above literature researcher would like to conclude that Current product development or related Product development has its own pros and cons to deal with but a effective use of Current product development strategy which

can be done by considering its influencing variables and introducing planning and control for those variables. Hospitality entrepreneurs can use Current product development strategy as their business strategy but they need to align that strategy very effectively and efficiently with the business operation which will help them to run smooth operation and put more focus on influencing variable to deal with.

The above literature also fulfils the research objective one as it considers the available literature for Current product development collected from relevant sources by the research and also focuses on critically on each of the variables and pros and cons of the strategy, which at the end reflects that restaurants planning for change in product of a business can go for Current product development to retain in business and also can attract new market.

3. RESEARCH METHODOLOGY

3.1. Introduction:

This part of the dissertation offers detailed and in-depth illustration of the implemented research methodology in order to communicate the requirements of the research. The research methodology is considered as the most important and vital part of any type of study (Creswell and Clark, 2007, p.40).

On the other hand, the appropriate and proper selection of the methodology is most vital and significant part of research because all the outcomes and findings of the research are based on the acceptance of the useful research methodology (Kumar and Phrommathed, 2005, pp. 43-53).

For that reason, this chapter of the research work will offer the detailed research method, philosophy, research approach, collection data, and different ways to analyse the collected data. The overall design of the research is based on the research problem statement and research questions.

3.2. Gap in the literature review:

The literature review and researches help to communicate the link between the Product development strategies, organisational performance and competitive advantage (Hassels et al., 2008, p.740).

The literature review does not explain the extent to which Cranston's Restaurant Product development strategy influence the performance of the organisation and assists to attain a competitive advantage in the hospitality industry.

The information attain with the help of literature review was theoretical in nature. Therefore, the researcher of the study has selected the Cranston's restaurant where interviews were conducted with the three managers and four supervisors of Cranston's restaurant in order to attain the in-depth knowledge about their different Product development strategies and its impact on the performance of the organisation, and also helps to attain a competitive advantage over its competitors by attracting more customers.

Hence, further investigation conducted will effectively and significantly answer the research questions.

3.3. Research philosophy:

The investigation conducted within a framework of certain research philosophies. The research is based on qualitative research methodology. The purpose of the research is to explore if how Product development strategies can increase operational performance to retain its customers in Cranston's restaurant UK.

Due to complexity it was very difficult to put up a clear prescription considering aims of the research. Considering the research complexity researcher used positive and interpretive approach is used to analyse the collected data which will suit best for the research topic.

The study utilizes techniques, methods, and different procedures that have been tested for their reliability and validity. The reliability in the research is defined as the quality and effectiveness of the measurement processes that provide accuracy and repeatability (Morse et al., 2008, p.15).

On the other hand, the validity in the research is the application of correct and proper processes to analyze the responses to the relevant questions (Morse et al., 2008, p.15).

3.4 Research Approach:

This research is based on the qualitative inductive primary research methodology. The purpose of this qualitative research is to analyze and explore how Implementation of Product development Strategy Assists Cranston's Restaurant to Increase Its Operational Performance to Retain Customers.

This research study utilized the case study of Cranston's Restaurant UK. The research examined different strategies of Product development and also analyzed the relationship between the performance of the organisation and implementation of Product development strategies. The main focus of the research is on the Product development strategies and how these strategies improve the performance of the organisations.

3.5. Research Strategy:

The study designed by the investigator is interpretive. This means that the researcher of the study has taken all steps during research in a way and drawn conclusions to the best of his capability and skills without introducing his own vested interest. In order to carry out the research, the researcher used the qualitative research method.

This form of qualitative primary research is inductive form of investigation because the investigator of the research has moved from specific observation to broader generalisation and theories (Burney, 2008, pp. 30-35).

The researcher in this study has utilized the top down research approach where he started with the broad theory of product development and then narrowing it and applying it to a chosen organisation.

3.6. Research Design:

The research design is important for the in-depth understanding of the research. For any type of research, research methodology is considered as the most significant and important part. In accordance to Saunders et al. (2011, p.55), research methodology is the organized method through which the in-depth and detailed data is collected in order to justify the research hypothesis and question in this research study,

Researcher utilized the qualitative research design. The qualitative means of research method include the non-quantifiable information. With the help of qualitative research method researcher has attained the most available primary information regarding the research topic. Interviews have been conducted for this qualitative research from the selected participants.

On the other hand, researcher also collected the available secondary information which was based on past researches and literature reviews related to the research topic. This secondary information is useful in order to enhance the understanding and concepts of the research.

According to Saunders et al., (2011, p.57), the qualitative means of research methodology are the most proper and significant technique in order to obtain the most accurate and factual information from different resources and research participants. It is also noted that the qualitative research method is based on the opinions and description.

It is also observed that the collection of primary, as well as secondary information for this research study had also enabled the researcher to enhance the understanding and concepts of the issue and acquire the most effectual outcomes of the research.

3.7. Secondary Data:

The proper use of secondary information and data like books and journals also assisted the researcher of the study in collecting the proper useful information. Most of the research content is from books and journals which have established matter (Silver, 2013, p. 232).

Since this dissertation is mostly organisation based, the studies and investigations conducted by the number of researchers also helped to attain the enhanced external information and understanding. The outcomes derived were also based on the concepts of a number of journals utilized in the study.

The resource also explains how the implementation of Product development strategies influences the performance of Cranston's Restaurant. Both public and private libraries have been accessed for this research. These libraries are ProQuest, Jstor, Emerald, Oxford and Phoenix. Furthermore, the accumulation of the secondary information is comparatively very less time consuming as compare to the collection of primary data.

However, it is important for the researcher to assess the validity and reliability of the secondary that has been collected from various authentic sources (Barnett-Page and Thomas, 2009, p.59).

3.8. Interviews with Managers, supervisors and Experts review from restaurant industry blogs:

In this research interviews were conducted to know what managers and supervisors think about the Product development strategies and how they implement these strategies in order to enhance the organizational performance also researcher considered 10 valuable and reviewed Q&A from restaurant industry sector expert's blogs.

Researcher used Research gate and BCG prospective to conduct Q and A and get reviews from industry experts. Considered experts in the research are valid and their reviews are reliable as each and every expert has minimum 6 years' experience in restaurant and hotel industry in management and supervisory level.

Researcher interviewed 4 managers and 3 supervisors from Cranston's restaurant. Interview took place in Cranston's restaurant in Scotland on 23rd of December and 7th of April. Researcher took the interview for approximately two and half hour in the afternoon. Appointment with the managers was arranged months prior to the actual interview.

Questionnaire was sent by the researcher prior to the interview date to get an detailed answers from the managers and supervisors.

3.9. Research Sample:

In this research purposive sampling method is used. In this sampling method, certain population elements are selected by the investigator after complete consent (Lohr, 2010, p.69).

At first the researcher approached the selected participants via consent form. The consent agreement form has been sent to the participant via flyers or electronic mail. Only those participants have been approached by the researcher who responded to the consent agreement. No participant has been forced for any sort of participation.

Similarly, the participants have the right to reject from contribution in the study at any stage. However, avoid any type of misunderstanding and acquire the best responses all of the questions of the survey have been designed by the researcher in the English language; therefore, the expectation was set to be proficient in reading, speaking and writing English.

The sample size of for this research is three managers and four supervisors of Cranston's restaurant and 10 Q&A restaurant industry blogs reviews. Those managers, supervisors and industry experts are selected who are working within the restaurant and restaurant industry for more than five years.

A lot of effective and useful information attained from these three managers and four supervisors of Cranston's restaurant and from the industry experts. The complete session of the interview followed all the mandatory protocols of interview conduction, and the research participants were asked relevant question to extract information to support the aims and objectives of the study. Therefore, the study conducted was very helpful and practical in driving outcomes and conclusion through the findings of the researcher.

3.10. Reliability and validity:

In the research study, it is very vital and significant that the participant of the research who takes part in the research know about the main purpose and use of the research study. Therefore, the researcher of the study described the purpose of research before the interview session. The participants of the research were not rushed, and they were given the possibility to communicate their beliefs and opinions. It is also very significant that the investigator is truthful to the respondents. The information and details collected during interviews with the senior managers of Cranston's Restaurant kept private and confidential, and all the participants of the research were made aware that their information won't be revealed.

Following table illustrates reliability and validity of chosen sample

Following interviews were conducted on 23rd of April 2014 and 7th of May 2014 but due to time constrain interviews were conducted with interviewee 1, 2, 3,4 (Managers) together as one group and interviewee 5,6 and 7 together as another group (Supervisors).

Interviewee Details	Designation and industry experience
-Interviewee 1	-General Manager Cranston's restaurant UK. - Has 12 years of experience in restaurant and hotel industry.
-Interviewee 2	-Assistant General Manager Cranston's restaurant UK. - Has 10 years of experience in restaurant and hotel industry.
-Interviewee 3	-Restaurant Manager Cranston's restaurant UK - Has 7 years of experience in restaurant and hotel industry.
-Interviewee 4	-Senior Supervisor - Has 7 years of experience in restaurant and hotel industry.
-Interviewee 5	-Supervisor - Has 6 years of experience in restaurant and hotel industry.
- Interviewee 6	-Team Leader - Has 5 years of experience in restaurant and hotel industry.
Interviewee 7	-Team Leader - Has 5 years of experience in restaurant and hotel industry.

Chosen 10 industry experts in this research are having more than five years of experience in hospitality industry and working as industry experts or researchers in hospitality industry for organisations such as BCG prospective, Research gate and Boston consultancy group. The Names of the managers, supervisors and industry experts kept confidential by the researcher as per their request.

Link between Questionnaires asked to experts and review of literature.

Questionnaires asked to experts	Link within review of literature.
-1. What are the currently used product development strategies in UK hospitality industry? -2. Any examples of companies that successfully employed product development in their firms?	-These questions link to review of literature with 2.2.3 Examples and types of product development.
3. Implementation process involved in implementing said product development strategy? 4. Why Demand from customers influence more than any other factor that influences product development in hospitality industry? 5. Factors which can influence restaurants operational performance when aligning operations with their product development strategy?	- These questions relate to review of literature section 2.2.4, 2.2.6 and 2.2.7.
7. Advantages or disadvantages of product development strategy? 8. How can we measure success of product development strategy?	-These questions relate to review of literature section 2.2.5.

3.11. Limitations of the research:

In this research, interviews with the 4 Managers 3 supervisors and of Cranston’s Restaurant were conducted. There are many other restaurants and organisations that are implementing Product development strategies in order to enhance their performance. In this research, number of organizations taken is limited to one organisation. On the other hand, the topic of implementation of Product development strategies in order to enhance the organizational performance is very vast and significant. Every aspect of the research cannot be summarized in this dissertation because of the limited timeframe. Investigators also find it difficult to reach the industry expert's blogs to analyse them and getting logical and authentic answers to the research.

3.12 Ethical considerations:

The researcher systematically comprehends that a considerable, yet reliable and matching level of research ethics and ethical considerations are require to be included and organised at every level of the way in order for enhance fulfilment with ethical procedures, and rules framed by the global community and at the same instance making paths for progress, and development in the field of our present research study. Research will consider any ethical issues related to the topic. Researcher will assure that the collected information through interviews and question and answers with experts and blogs will be kept secure and only required information will be analysed for overcome further findings.

4. FINDINGS

4.1 Overview of the chapter:

This chapter presents the information that has been gathered by the investigator utilizing the adopted research methodology. Researcher would like to apply thematic approach, as it would be a more appropriate way of presenting collected data.

Data has been presented in this chapter collected by qualitative research method. The interviews are conducted with 3 senior managers and 4 supervisors of the Cranston's restaurant. Also the researcher has approached to 10 industry experts to collect more and vital information about the research.

4.2 Thematic summary of the answers from managers and supervisors of Cranston's restaurant UK and reviews and Q and A from the industry experts:

4.2.1 Meaning of Product development and currently used product development strategies in UK restaurant industry:

Industry experts, managers and supervisors had given their own views on product development and they are as follows.

Managers and supervisors of Cranston's said that *product development means developing a new product and services to satisfy the needs of existing customers and to encourage new market.*

Experts have almost same meaning for product development but they said *product development should have systematic approach to carry out otherwise can damage the businesses in failure of their goodwill or lose in their business.*

Experts also described that *customers preferences and customer demands plays an important role in any service business tenure.*

Managers, supervisors and experts described that in today's Hotel and restaurant industry businesses really does not follow the theories for product development but they consider customer demands and their preferences to change, modify or develop their product.

Experts also gave some currently used product development strategies types such as product development diversification, permanent product development and related or unrelated product development.

4.2.2 Processes involved in implementing product development in organisation:

Managers and supervisors said that *to implement product development needs to have a accurate action plan, blue print of plan and contingency plan for any unplanned errors.*

Considering experts they said that *restaurants and hotels should have systematic and planned stages to implement product development Such as Idea generation, evaluation of a generated idea, prototype and marketing and then market testing and prepared to launch the new product development strategy in the market.*

4.2.3 Reasons involved behind adopting the product development strategy:

Managers and supervisors said *that considering Cranston's restaurant, customer is the most important and influential factor considering other factors such as local markets, Finance and learning and growth of the staff.*

Managers said that *they always provide the customers with feedback cards and as well have one to one chat with their customers to collect more and more information about their preferences about their likes and dislikes for the restaurant, to consider those preferences and improve or do modification their current product and services.*

Considering industry experts they said that *finance, staff, customers and local markets are main influencing factors in the businesses which can force them to do product development. They also said that customer demand can play a major role in any service businesses as customers are the main source of revenue and goodwill generator.*

4.2. 4 Link Between Product development and restaurants operational performance and issues involved while aligning the product development strategy with operations of the restaurant:

Considering managers and supervisor they said that *product development has positive and significant impact on restaurant's operational performance. They said that to align these two or create a direct link between them they executed the action plan which considered learning and development of staff, effective communication and smooth functioning of an operation.*

Managers also mentioned that *"they had some issues while aligning the product development and operations due to unsupportiveness from staff, their learning abilities and actual execution means delivering service, etc."*

Industry experts said that *there should be direct and specified link between product development and operational performance of the restaurant, which should be executed by specific action plan.*

Action plan should be communicated to each and every individual for exact delivery or execution of proposed product development. Experts also mentioned *that there can be many issues which can result in failure of product development such as bad communication, no appropriate planning, Not clearer picture on how to deliver the idea, etc.*

4.2.5 Advantages and disadvantages of product development:

Managers and supervisors mentioned *that staff and customers are the major element for delivering and accepting the change if the idea is not appreciated by them, then it could lead in failure of business, so they think that this is the biggest disadvantage of product development strategy.*

Managers also mentioned that *"the main advantage of product development strategy is it has low financial risk for business as a whole, as well it gives opportunity to be on a verge of improvement and to get linked with everyone in work environment, which further helps in building a good team."*

Experts mentioned that product development has various advantages such as maximization of profit, can use underutilized assets, increase in market status of business, increase in goodwill, etc.

Experts said that product development also has disadvantages such as failure of business, loss of money, loss of goodwill and can lose existing customers as well.

4.2.6 Measurement Method to measure success of product development strategy:

When asked by the investigator about how do they measure the success of product development, managers and supervisors said that they used KPI's to keep follow up of their product development strategy.

After investigator asked about some success figures and managers mentioned that "they have retained 73% of their existing customers and as well they are getting more business from the market as they increase their profit margin by 4.2% since last six months when they actually executed their product development strategy in Cranston's restaurant."

Experts mentioned that each and every restaurant has their own way of measuring the success of their proposed product development strategy. They also suggested that using KPI's to measure the success can be good business tactic but the results come out through KPI's should be communicated effectively to deal with issues which can help businesses to achieve their product development successfully.

KPI's for the Cranston's restaurant UK to Monitor and Control Current Product development or related growth within the restaurant.

Main Objectives	Objectives considered under main objectives.	Actions to be taken to achieve the objectives	Key performance indicators	Timeframe	Concerned manager and department.
Corporate	-Increase Profitability From 7.3% to 10% by 1 Nov 2014.	-Effective Advertisement and promotions through Westminster newsletters and flyers for bus operators.	WHR Area report.(company report)	Quarterly	-COO of company. Sales department. -Centralised
	- Increase restaurant revenue by 2.45% to 5.1% by 1 Nov. 2014.	-More discounts and New Live cooking kitchen to increase restaurant revenue.	sales report.	Annually	-F&B manager . - Operational department.
	-Reduce staff turnover from 80% to 50% by 1 Nov 2014.	-On job training and new retention policies.	HRM Monthly report	Monthly	-H.R. manger. -F&B team Leader. -F&B Department.
	- Increase audit frequency from 6 months to 3 months by 1Nov 2014.	-Planned CMI and Brand audit for every quarter to increase efficiency.	Management Operations Report.	Quarterly	-Operations Department. - Operations Manager.
	- Provide day to day training to staff by evaluating their day to day performance.	-Increasing performance appraisal and increasing rewards and recognition policies.	HRM Monthly Report.	Monthly	- HR manger. -HR/training Department.
	-Assigning buddy to new appointed staff to train and support them for their day today on job activities.	- Introducing MY BUDDY Training Method.	HRM Monthly Report	monthly	- HR manger. - F&B Team Leader. - F&B department.

Market ing	- to increase brand awareness by 8.3 % (subject to research) by 1 Nov 2014.	- By increasing effective Promotions and advertising.	Guest Promise check report.	Quarterly	-Cluster marketing department. -Cluster marketing manager. -F&B department.
	- Increase market share from 40.04% to 44.25% by 1 Nov 2014.	- By opening new Hotel in Gatwick and waterloo.	Sales Report	Annually.	- Operation Department. - Sales department. - sales/ Operations Manager.

5. DISCUSSION / DATA ANALYSIS

5.1 Summary of Findings:

The interviews and reviews from expert have left a good amount of data and opinions of quite a few people are considered making this data more reliable.

Considering managers and supervisors it can be seen that they have the same view on product development strategy and it's alignment with restaurant's operational performance, Which shows that they actually going forward towards the same goal to make it successful. However if researcher considers experts they actually gave general but more ideas and concepts which are actually very specific and detailed.

After interviews and reviews it reflects that customer demands are the most influential factor for any restaurant to get diverted towards product development to retain their customers and keep their place in the market.

On the contrary experts are not fully agreed with customer demand, considering then should be finance, learning and growth of staff and local markets which also plays a vital role to decide product development strategy.

It reflects through interviews that staff and customers of a restaurant can be beneficial or can turn out to be a drawback for restaurant.

On the other hand considering the experts it shows that product development has many advantages to choose for but the specified process for product development should be followed by any restaurant to grow or to retain in the business, otherwise it can turned out to be a biggest failure .

Product development strategy involves specified process to implement but considering experts it shows that restaurant can choose their own way to implement, align and monitor product development strategy in the restaurant.

To have a good success for planned product development strategy each and every restaurant should have accurate action plan to follow, effective communication, attention to detail, set KPI's to measure the outcome and contingency plan if things do not go according to plan.

5.2 Evaluation:

It is clearly observed that the implementation of product development strategy in Cranston's restaurant increases the operational performance of the restaurant to retain customers.

It also shows that Cranston's has successfully aligned their product development with their operational performance as they have successfully retained their customers as well they have increase their profits.

It is also reflects that Cranston's restaurant is trying to attain competitive edge in the market over competitors. Cranston's restaurant has executed the exact framework to effectively implement the product development strategy.

The other reason seems to be behind Cranston's choosing product development strategy is that organisation wants to escape from different unattractive and undesirable environments of the restaurant and make use of underutilized or surplus cash flows.

Cranston's restaurant is utilizing the product development strategy in order to improve the operational performance of the restaurant, with the help of strong customer base and appropriate implementation of product development strategy the profitability of the restaurant is also increasing with the passage of time.

Comments from the experts and data collected by researcher in review of literature supports each other and it also demonstrates that customer plays an important role for any businesses to get diverted towards product development and successful implementation of product development can increase operational performance of the restaurant to retain its customers.

6. CONCLUSION

The main aim of this research study is to analyse and examine the importance of product development strategy and how implementation of product development helps to increase the operational performance of Cranston's restaurant to retain its customers.

From the detailed research conducted by investigator it is clear and has identified that there is a positive association among organisational performance and product development. Research study meets all the aims and objectives of the research mentioned in the beginning of the dissertation.

6.1 Summary Of dissertation chapters:

In conclusion, this research study was to understand and demonstrate the concept of how the implementation of proper product development strategy increases the operational performance of the Cranston's restaurant to retain customers.

The first chapter of the research study was able to illustrate the main research aim and objectives and research questions. In this chapter the brief background of the research is also described.

The second chapter of the research offers detailed and in depth information related to product development from the past researches and literature reviews. on the other hand, Third chapter of the research illustrates the research methodology which is basically adopted by the researcher to carry out this research study.

Third chapter also focuses on chosen research design, research philosophy, method of data collection and reliability and validity to support the research study in preferred manner.

4th chapter of the dissertation based on presentation of the collected data from the interviews with Cranston's managers and supervisors and views from industry experts. On the other hand, chapter 5 is based on the discussion and interpretation of the collected information through interviews and expert's reviews.

Finally the last chapter 6 of the dissertation consists of the conclusion, limitations and implementations for further research. The investigator of the research concluded the overall findings of the research in this chapter and also presented effective suggestions for further research in future.

6.2 Conclusion:

On the basis of the outcomes of the research study, Researcher of the study may conclude *that the operational performance and customers of the Cranston's restaurant UK are influenced by the proper implementation of the product development strategy, because there is significant, direct and positive co-relation among the performance of the organisation and the product development strategy of the organisation.*

The findings of the research also revealed *that to implement Product development strategy each and every restaurant needs to follow specific, planned and accurate procedure to execute product development successfully.*

Findings and literature of the researcher also focuses *on various types and examples of successful product development but to achieve it each and every restaurant needs to consider some key elements such as accurate action plan, Effective communication, set KPI's and contingency plan.*

It also reflects from findings and review of literature that *there four main influential factors which can influence the product development of the organisation, such as finance, learning and growth of staff, Local markets and customers, but it has been proved through review from literature and findings that customer plays very vital and significant role in influencing product development strategy of any restaurant.*

Through findings researchers also would like to conclude that *figures provided by managers and KPI's produced by the managers where reliable and reflects their success of product development strategy.*

Considering and analysing the findings and review of literature the researcher would like to conclude that *implementation of product development strategy does helped Cranston's restaurant to increase their operational performance to retain their customer.*

6.3 Implementation for further research:

The outcomes of this research study entail that grown organisation in the hospitality industry that want sustainable superior performance and fast growth should re-examine their present strategies and refocus their resources and strengths on a dedicated product or in the option follow an approach of Product development strategy.

The outcomes of the research mentioned that the product development is more effective for restaurant businesses in UK. Theoretically, It is identified that the usefulness of the product development may be linked to the nature of the organisation and industry.

The product development strategy plays very important and significant role in enhancing the performance of the organisations. Therefore, it is vital for the organisations to develop such strategies that significantly influence their performance and also increase the customer satisfaction. At Cranston's restaurant, researcher examined that the use of Product development strategy increases the profitability and operational performance of the restaurant and with the help of this they are retaining their customers as well.

Researcher would like to conclude that Cranston's restaurant should try and develop new strategies to be in the market because continuous change thus helps to achieve the success at all time. Recommendations for doing this effectively are listed in next section.

6.4 Limitations and suggestions for future research:

Conducting an investigation on product development of the Cranston's restaurant and its operational performance is principally complicated because of the issues related to the availability of the complete information and data.

The most important limitation of this research is that data of different years is required in order to analyse and understand how the implementation of product development strategies increases the operational performance of Cranston's restaurant to retain its customers. This was not possible due to limited timeframe. Another limitation of this research is that only performance of one restaurant is analysed in this research. Therefore, more detailed research work is required on this research topic.

Such form of further researches can include different organisations and restaurants and also cover data from different years to make certain that the valuable information is sufficient at the instance of data analysis. This will make certain that long term influences are examined.

7. RECOMMENDATIONS

□ Recommendations for industry:

1. To stay on the offensive strategy:

This strategy focuses to become market leader. Cranston restaurant always introduces changes on a regular basis in its business and product to keep itself ahead in terms with its competitors.

Cranston restaurant can make use of this strategy accordingly by bringing changes in its products and technology to make more profits and retain its existing customers and attract new customers. The restaurant should also provide training for its employees so that they are efficient enough to provide exceptional service to its customers.

2. Focus on fortify and defend strategy:

Using this strategy, it allows the restaurant to give a stiff competition and make it difficult for competitors to achieve success as well as makes it tough for new companies to enter the market. This strategy is good for Cranston restaurant, because it has already gained a position in the market and can continue enjoying their success and maintain it.

They can spend the money on R & D to develop new technologies and introduce it in the business operations to increase business efficiency. This will help the restaurant to remain cost effective and stay ahead in terms of technology.

3. Diversification:

Cranston restaurant can follow this strategy and my recommendation is that they should follow it and produce new products such as bottling up their home produce sauces and selling them in supermarkets like Asda, Tesco, Sainsbury, etc. According to the changing needs of the customers, keeping in mind their preferences as well as considering their health requirements, it is of utmost importance.

When choosing diversification strategy, it is important for the restaurant to look at their current customer base in order to determine if they can sell different items or if they can add new customers by selling them a particular product at a different price or giving it a different name.

It is recommended if Cranston restaurant can review their current suppliers, sales reps and distribution partners in order to determine if they can use them to sell different products and reduce the start-up costs.

□ Recommendations for further research:

- After five year down the line I would like to review the growth strategies used by the Cranston's restaurant once again as it will differ from the current customer needs.
- I will also review whether Cranston's restaurant is implementing diversification strategy to be a market leader in the future but for which they will need to have market research done for the restaurant for accurate action plan for implementation.
- In future I would like to compare the Cranston's restaurants growth strategy with their competitors such as westward and highland cottage.
- In next five years I would like to take my research to a PHD level to explore to a higher level with deep consideration of growth strategies and their implementation. I would like to review the literatures available for growth strategies, which, I can further review and interpret in my findings.

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